

## Section Two | Key lines of enquiry (KLOE)

The following table template asks key lines of enquiry and contains space for the organisation to add their responses.

Segment	Key Line of Enquiry	Organisation response	Supported by:
Submission details	Which organisation(s) are completing this submission?	<i>[Please provide the names of the organisation(s) who are completing this template]</i>	
	In case of enquiry, please provide a contact name and contact details	<i>[Please provide a names lead and contact details in case of enquiry]</i>	
a) System vision	What is the vision for the system in five years' time?	<i>[Please provide the overall system vision which should tie back to the plan on a page. How will the system look and feel from a patient's perspective?]</i>	<i>The plan on a page</i>
	How does the vision include the six characteristics of a high quality and sustainable system and transformational service models highlighted in the guidance? Specifically: <ol style="list-style-type: none"> <li>1. Ensuring that citizens will be fully included in all aspects of service design and change, and that patients will be fully empowered in their own care</li> <li>2. Wider primary care, provided at scale</li> <li>3. A modern model of integrated care</li> <li>4. Access to the highest quality urgent and emergency care</li> <li>5. A step-change in the productivity of elective care</li> <li>6. Specialised services concentrated in centres of excellence (as relevant to the locality)</li> </ol>	<i>[Please provide details of how these models and characteristics have been embedded into the five year plans, including referencing the activity and finance projections impacted by the characteristics. The activity and financial projections should be provided in the specific operational and financial templates.]</i>	<i>Details provided within the activity and financial templates which will be triangulated.</i>

Segment	Key Line of Enquiry	Organisation response	Supported by:
	<p>How does the five year vision address the following aims:</p> <ul style="list-style-type: none"> <li>a) Delivering a sustainable NHS for future generations?</li> <li>b) Improving health outcomes in alignment with the seven ambitions</li> <li>c) Reducing health inequalities?</li> </ul>	<p><i>[Please add your response to the key lines of enquiry here.</i></p> <p><i>A) From a resources perspective, what will the position be in five years' time? Is this position risk assessed?</i></p> <p><i>B) You should explain how your five year strategic plan will improve outcomes in the seven areas identified, within the context of the needs of your local population and what quantifiable level of improvement you are aiming to achieve]</i></p>	<p><i>[Please reference additional supporting documentation you feel is helpful]</i></p>
	<p>Who has signed up to the strategic vision? How have the health and wellbeing boards been involved in developing and signing off the plan?</p>	<p><i>[Please provide details of the organisations who have signed up to this vision and the process by which sign up was obtained]</i></p>	
	<p>How does your plan for the Better Care Fund align/fit with your 5 year strategic vision?</p>		
	<p>What key themes arose from the Call to Action engagement programme that have been used to shape the vision?</p>	<p><i>[Please provide details of key feedback from any call to action engagement and confirm how these have been incorporated into the strategic vision? ]</i></p>	
	<p>Is there a clear 'you said, we did' framework in place to show those that engaged how their perspective and feedback has been included?</p>		
<p>a) Current position</p>	<p>Has an assessment of the current state been undertaken? Have opportunities and challenges been identified and agreed? Does this correlate to the Commissioning for Value packs and other benchmarking materials?</p>		
	<p>Do the objectives and interventions identified below take into consideration the current state?</p>		

Segment	Key Line of Enquiry	Organisation response			Supported by:
	Does the two year detailed operational plan submitted provide the necessary foundations to deliver the strategic vision described here?				
b) Improving quality and outcomes	At the Unit of Planning level, what are the five year local outcome ambitions i.e. the aggregation of individual organisations contribution to the outcome ambitions?	Ambition area	Metric	Proposed attainment in 18/19	
		1			
		2			
		3			
		4			
		5			
		6			
		7			
	How have the community and clinician views been considered when developing plans for improving outcomes and quantifiable ambitions?				
	What data, intelligence and local analysis was explored to support the development of plans for improving outcomes and quantifiable ambitions?				
	How are the plans for improving outcomes and quantifiable ambitions aligned to local JSNAs?				
	How have the Health and well-being boards been involved in setting the plans for improving outcomes?				
c) Sustainability	Are the outcome ambitions included within the sustainability calculations? I.e. the cost of implementation has been evaluated and included in the resource plans moving forwards?				

Segment	Key Line of Enquiry	Organisation response	Supported by:
	Are assumptions made by the health economy consistent with the challenges identified in a Call to Action?		
	Can the plan on a page elements be identified through examining the activity and financial projections covered in operational and financial templates?		
d) Improvement interventions	<p>Please list the material transformational interventions required to move from the current state and deliver the five year vision. For each transformational intervention, please describe the :</p> <ul style="list-style-type: none"> <li>• Overall aims of the intervention and who is likely to be impacted by the intervention</li> <li>• Expected outcome in quality, activity, cost and point of delivery terms e.g. the description of the large scale impact the project will have</li> <li>• Investment costs (time, money, workforce)</li> <li>• Implementation timeline</li> <li>• Enablers required for example medicines optimisation</li> <li>• Barriers to success</li> <li>• Confidence levels of implementation</li> </ul> <p>The planning teams may find it helpful to consider the reports recently published or to be published imminently including commissioning for prevention, Any town health system and the report following the NHS Futures Summit.</p>	<p><b>Intervention One</b>  <u>Overall description</u>  [CCG to comment]</p> <p><u>Expected Outcome</u>  [CCG to comment with particular emphasis on the impact on the outcome ambitions or the six characteristics]</p> <p><u>Investment costs</u></p> <ul style="list-style-type: none"> <li>• Financial costs  [CCG to comment]</li> <li>• Non-Financial costs  [CCG to comment]</li> </ul> <p><u>Implementation timeline</u>  [CCG to comment]</p> <p><u>Enablers required</u>  [CCG to comment]</p> <p><u>Barriers to success</u>  [CCG to comment]</p> <p><u>Confidence levels of implementation</u>  [CCG to comment]</p>	

Segment	Key Line of Enquiry	Organisation response	Supported by:
e) Governance overview	What governance processes are in place to ensure future plans are developed in collaboration with key stakeholders including the local community?		
f) Values and principles	Please outline how the values and principles are embedded in the planned implementation of the interventions		

**Appendix A: One potential approach to developing a system plan on a page**

**1** Any Town health economy is a system comprised of partners from x,x and x who have come together to agree, refine and implement the following vision

To make affordable high value health services available to all to improve the health and well-being of our population

